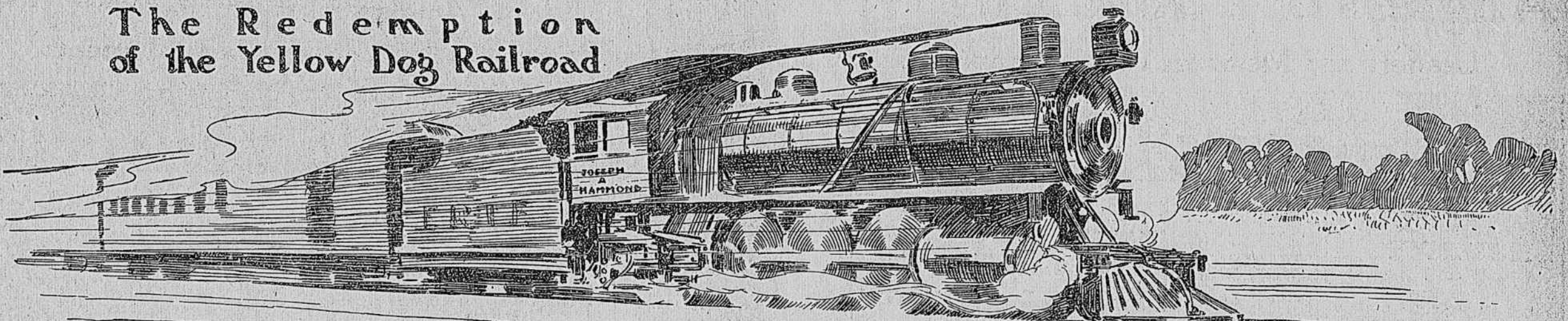


# REAL ROMANCES OF THE BUSINESS WORLD

## The Redemption of the Yellow Dog Railroad



BY RICHARD SPILLANE.

If you go to the trouble to figure it out on the railroad map you will find the Yellow Dog has 2,331 miles of track. If you consult a financial manual you will discover it has a bonded debt that is a horror.

There was a time when the Yellow Dog did not have so opprobrious a name or so frightful a rounded indebtedness, but that was before Jay Gould became identified with it. When Mr. Gould got through with the road there was a receivership and later a reorganization. Then there was another receivership and another reorganization. There was still another reorganization. With each reorganization there was a new crop of bonds for the road to pay interest on. Every group of Wall Street men that got control seemed to be possessed by the same idea: to get as much out of the road as possible and then dump it on the bondholders. Studious men, who view railroad problems in cold, dispassionate light, have agreed for many years that only a radical surgical operation could save the Yellow Dog from another attack of bankruptcy. No railroad like it could succeed weighted so heavily with fixed charges. Its debt would have to be slashed. Bondholders would have to consent to a scaling down of the debt. To stagger along year after year burdened as it was, meant only a worse disaster, for every attempt at economy was at the expense of the physical well-being of the property.

Many things can be viewed with equanimity by a bondholder, defalcation by the treasurer, the death of the president, even the reduction of the rate of interest on preferred or common stock, but failure to pay interest on bonds is harrowing, and a proposition to calmly wipe out one-fourth of one-half of such a sacred obligation as a bond is outrageous. Rather than consent to such a wicked proposal bondholders will trust to time and Providence to work out their salvation.

There are some persons who denounce the bondholders as a lot of selfish creatures. They declare the manner in which the road was allowed to deteriorate was little short of criminal. Everybody came to think badly and talk badly of the line. That is how it came to be the Yellow Dog of the railroad world.

There was a time when it bled fair to be a transcontinental line. There were plans to link it with one or another of the trans-Mississippi roads. Few Eastern trunk lines had greater natural advantages. Its main stem travels one of the most productive freight districts. Branch lines spread out in various directions, tapping good territory. At various points in the West and Middle West it was in a position to get profitable traffic from many lines, but somehow the other roads never cared to give business to the Yellow Dog unless competing lines were unable to handle it. This may have been because the Yellow Dog had a bad name or because its roadbed, bridges and general equipment were supposed to be running down. It may have been too, because in the community of interests which controlled most of the big trunk lines the Yellow Dog cut a small figure. At any rate the Yellow Dog was the last of the railroads to feel the effects of good times and the first to be affected by bad. There is little charity among railroads, and its rivals never seemed to sorrow if the setbacks of the Yellow Dog were crowded with empties and the round-houses were packed full of dead engines.

Good or bad management reflects itself throughout a railroad. The Yellow Dog, poorly nurtured, scoffed at, ridiculed and staggering under its weight of debt, offered little inspiration to its employees. They knew that competing roads spent more on maintenance of roadbed, on engines, on cars and in every department of railroading. They knew the Yellow Dog had been robbed by Wall Street princes, and that the sins of the fathers had been visited on it. So, gradually, they got to look upon their work as just cov-

ering so many miles of road or filling so many hours' time a day.

When a great body of men lose the powerful impulse of pride and keen interest in their work a heavy loss has been sustained. Few railroads lost so much in this way as the Yellow Dog for the road became almost a joke in the transportation world. Paragraphs held it up to the laughter of the men and even the officers of the road themselves took humorous interest in the low estate into which the property was drifting. In the monthly magazine the railroad published jokes and stories were printed about the slowness of the trains and the failure to make time. Never, perhaps, in the United States did another big railroad lampoon itself as did the Yellow Dog.

If it would not have interfered with or upset the plans of some of the great financiers the Yellow Dog might have been cast upon the bankruptcy courts as did the Yellow Dog.

Then and there, for the situation was almost hopeless, but E. H. Harriman was led to interest himself in the property, and some of the ardent spirits believed he might save it from ruin. He did a lot. He was intolerant of sacrificing the physical condition of the road. He inaugurated the plan of utilizing every possible dollar toward improvement of the physical property, and incidentally he lent the company some money on terms quite favorable to himself. With this money much needed improvements which cost millions of dollars were ordered, the temporary was raised to a higher standard, and now and then a train was able to keep to schedule.

What Harriman might have accomplished had he lived is a matter of opinion. Such financing as he did was mostly in short term notes, and added to the heavy load the road was forced to carry, but he laid the basis for something solid. When Harriman died the prophets began to say again that the Yellow Dog was doomed.

Maybe it would have been had it not been for the Parson. This is the name by which the superintendent of one of the divisions is known. Probably, the Parson is not personally acquainted with any of the gentlemen who write scientific management. There are scores of persons who get weary of this titled stuff about science in management just as if there had not been science in management for ages, just as if it is not second nature for a man to economize in his expenditure of energy or make as easy as possible any work he may have to perform. The Parson having "fired" a locomotive long ago and been a brakeman once upon a time, knew more of the practical than the theoretical side of railroading, and had one beautiful quality that is not appreciated at its full worth in some fields. That is imagination.

Persons who have imagination are capable of great things for they have enthusiasm. To the Parson his own particular division might be the world, but it was a great world. He might hear or know what was going on in other worlds, and it might distress him, but at least things were done better in other worlds, but only for a time. The knowledge would stimulate him to do better in his own sphere.

The Parson liked all good railroad men, but deep affection for the road by which he was employed. He was not blind to its condition or its handicaps. What distressed him was that it was not occupying its proper station. Knowing nothing of scientific management, he labored under the idea that efficiency was personal, and that the proper way to promote efficiency was to arouse men to their best endeavor. So soon as the Parson became division superintendent he began to impart a little of his abundant enthusiasm to those about him. One of the first things he told his men was that the name of Yellow Dog was an outrage, a libel, a stigma that had been rubbed by Wall Street princes, and that the sins of the fathers had been visited on it. So, gradually, they got to look upon their work as just cov-

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with the train dispatcher. He talked, too, with station agents, with switchmen, with the roadmaster, with the brakemen and even with the section foreman and the section hands. Each and every one was made to realize he was a cog in the great wheel, and that upon each cog depended the motion of the whole system. There was a lot of waste in material and in time. To wipe it out he would establish an order of merit. He would have records kept of the performance of each and every locomotive. The engineer who made the most of a month in consumption of coal, amount of repairs and ton per mile of service would be recognized by having the shield at the front of the boiler decorated with a red circle. Each engineer earning a red circle would be eligible to membership in the Red Spot Club. The engineer who won the circle three times would have the honor of having his name painted on the cab of his locomotive in letters of gold. Thereafter the locomotive would lose its number and would take the name of the engineer. Thereafter the locomotive would be in the possession of the engineer, so long as he remained in the service of the company. No other man could pull the throttle. No other man could guide it along the rails.

Engineers who were a bit careless suddenly became deeply solicitous as to the performance of their locomotives. Delays began to be looked upon as serious matters, coal began to assume a different value. To be late meant demerit. To be late might mean loss of recognition. Men who had given little thought to the coal question because coal was so plentiful and seemed so cheap now watched the fireman with a careful eye. The firemen, too, eager for the success of the engineer under whom they worked, eager, too, for the locomotive they loved, paid attention to fire building, fire trimming and steam-making such as they never did before.

The same, too, in regard to lubricating oil. The engine men knew account was being kept of every gallon, and that the record would show to their credit or otherwise at the next meeting of the conductors and brakemen.

Conductors and brakemen, anxious to aid the engine men, did their part in keeping to the schedule. Agents suddenly displayed a deep interest in the content of the regulars' knapsacks. Many of the regulars, knowing many of the engineers by sight if not by name, and were eager to know if their favorite engineer was the one to win.

In that little world of the Parson's that contest of the first month marked an epoch, for then and there the redemption of the Yellow Dog began. Not in many years did the trains make such good time. The engineer who won the first red circle was greeted at every station by admiring railroaders. Passengers, too, came forward to congratulate him. The engineer, proud of the victory he had won, determined to win the honor of having the locomotive named for him, and other engineers, seeing how highly the successful man had been regarded, and knowing by how little they had failed to win, determined to outdo him the following month. The men won the honor that first month. One passenger department, one in the freight. Each month since then the contest has been just as keen.

The Parson, looking over the fuel account of the first month, had reason for rejoicing. He had expected a saving, but nothing approaching what the figures showed. Like a wise man he said little, but thought a great deal.

It is in gradual and long in its effect, but it is a saving. The Parson, looking over the fuel account of the first month, had reason for rejoicing. He had expected a saving, but nothing approaching what the figures showed. Like a wise man he said little, but thought a great deal.

They laugh at the term. They hold their heads high and they stand erect. No longer do they go about their duties listlessly. There is an incentive, a spur to the best effort now. Every other division on the great railroad has taken up the system inaugurated by the Parson. Men on the Western division are earning the right to have engines named after them or to have section houses decorated in their honor, or to wear the gold stripe on their sleeves. Paragraphs no longer write sneering stories about the slow trains on the Yellow Dog. The roads run so close to schedule to-day.

The company's magazine no longer prints jokes about the road. Instead it prints the record each month of what has been accomplished on this division and on that. From one end of the system to the other, a healthy, good-natured rivalry exists in every department to make the best possible showing.

The public, too, has been quick to note the change. Passengers who never had a good word to say for the railroad now praise it. They delight in traveling on a train drawn by a locomotive named in honor of a worthy engineer. They salute the man who has won renown. They tell strangers the story here set down. The passenger business of the Yellow Dog is better to-day than ever before in its history.

Each month the Parson goes over his records. What an economy he has wrought is not measured by the saving in fuel, in machine oil and kindred things. Perhaps he knows what an effect the efficiency of the Yellow Dog has had in increasing freight service as well as passenger. Perhaps he knows that while two of the Yellow Dog's rivals, which formerly only gave their leaveings to the Yellow Dog, show a net decrease in revenue for the last nine months of \$2,159,000 and \$2,000,000, the Yellow Dog shows for the same period the net increase of \$301,000. Perhaps he knows that for the first time in more than a quarter of a century the prophets of disaster have

nothing to say about the Yellow Dog, for it is within the realm of reasonable probability that terribly burdened as it is to-day with its colossal debt, the Yellow Dog within three years will be paying dividends and that millions upon millions of dollars of securities that not long ago were of comparatively little value will be worth not far from par, and all because one plain railroad man knew how to increase the efficiency of those about him.

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**Christiansburg Social News**  
(Special to The Times-Dispatch.)  
Christiansburg, Va., June 17.—A delightful reception was given Thursday evening in honor of Dr. Dora Simpson, Mr. and Mrs. Edward Simpson, of India, at the Presbyterian Church. Dr. Dora Simpson returned to Virginia a year ago, after working five years as a missionary. Mr. and Mrs. Simpson have just returned from eight years' service as missionaries to India. The meeting of the Wednesday Bazaar Club was postponed by Mrs. J. Frank Surface owing to the reception at the Presbyterian Church.

A large crowd from here spent Tuesday and Wednesday in Blacksburg. The graduation exercises for Wednesday were of especial interest, as Dan Spindle and Annie Stuart, of this place, graduated.

Montague Tallant, of Manatee, Fla., returned here to-day from a short visit at Roncoverte, W. Va., and will visit Mrs. Alfred Tallant for several weeks.

Mr. E. V. Rousseau and son, Charles Rousseau, who recently graduated at Pawtucket Springs, are spending the week in Cincinnati.

Miss Margaret De Jarrette, of Richmond, is visiting in Christiansburg.

Dr. J. R. Rangeley returned from Stuart, where he was called by the illness of his mother, Mrs. James H. Rangeley. Captain D. M. Junkin, Mrs. Junkin and the Misses Junkin are visiting relatives in Christiansburg.

Rev. Otis Meade, of Meade, are expected to return to Christiansburg next week from their bridal trip.

Mr. and Mrs. James Lawrence and Grey Lawrence have returned from an automobile trip through Floyd county, where they visited Dr. Lawrence and other relatives.

**South Boston Social News**  
(Special to The Times-Dispatch.)  
South Boston, Va., June 17.—A masquerade party was given by Mrs. A. Wirt Jordan at the home of her parents, Mr. and Mrs. R. E. Jordan.

The event was in honor of Miss Marian Boatwright, of Danville, who is her guest. The quaint and clever young folks, upon the arrival of the guests, each was numbered and given cards upon which was to be written the names of the guests, whom they recognized, in regular rotation. Miss Lucile Carter discovered the identity of the greatest number, and was the happy recipient of the much coveted prize.

Miss Florence Iry, of Vernon Hill, and Miss Emma Jones, of Reidsville, N. C., left Monday for Danville, where they will visit Mrs. Prescott Hall, of that place.

Mrs. James E. Lipscomb, Jr., and Mrs. I. J. Jordan, of Danville, left Tuesday for Danville, to spend a few days. The trip was made in an automobile.

Miss Sallie Jennings Lovelace, of this

place, left Thursday for Charleston, W. Va., where she will enter the training school of the General Hospital. She was accompanied by her brother, Charles B. Lovelace, who will spend a few days.

Lieutenant Bernard Shepherd, who has been attending school at Fishburne Military Academy, has returned home to spend his vacation.

Will Traver, of Mountain Lake Park, Md., has been visiting his father, Jas. Traver, at this place, for the past several days. After spending a few days in Richmond, he will return home, and will be joined by his father, who will spend the summer at his home.

D. L. Kaufmann, of Charleston, W. Va., and a student of Hampden-Sydney, is the guest of Morelle Clarke, who was also a fellow student at that place.

Miss Byrd Henderson, of Asheville, N. C., who has been the guest of Miss Eva Vaughan, has returned home.

Miss Ruth Penick, of this place, is visiting friends in Altavista and other places.

Miss Lucy Wright and Miss Virginia De Jarrette, of this place, left Thursday for Richmond, where they will visit the home of W. L. Walters.

Miss Helen Easley is visiting Miss Bessie Shepherd in Chatham.

Miss Marion Boatwright, of Danville, is visiting relatives here this week.

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**West Point Social News**  
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West Point, Va., June 17.—The annual convention of the Electric Workers' Union, of New York State, met recently in Binghamton, and Lucile Carter, of this place, was elected president.

Charles Overton Robinson, who attended the West Point High School, and who resides up in King William county, led the graduating class and bore off the honor conferred by the Washington and Lee University, in the form of a scholarship for the next session.

Dr. William Hoskins, who has been ill in Newport News, for several weeks, was taken a few weeks ago to the Memorial Hospital for treatment. He has so far improved that after a few days in the home of his sister, Mrs. A. J. Montague, on Grove Avenue, in Richmond, he will return to his home.

Mrs. Lucy Byrd Dudley, of West Point, who had intended to attend the summer normal school at the University of Virginia, has given up the session at the university in order to be with her brother, Dr. Hoskins, while he is convalescing.

Miss Juliet Brown, from Madison county, who has quite an extensive visit to her aunt, Mrs. P. B. Hughes, has returned to her home, taking with her, her grandmother, Mrs. Hughes, to remain in the up-country until fall.

Misses Susie Carr, Pattie Puller and Margaret Burke arrived on Wednesday at the home of their sister, Mrs. P. B. Hughes, where they had been students the past session.

Ernest Hogg, J. V. Curle and Meyer Gordon and Misses Edith Hogg and O'Connor went to Richmond on Sunday morning on the regular train and came down Sunday afternoon in the automobile belonging to Claude Teamans. They came by the new road through

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**Concord Social News**  
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Concord, Va., June 17.—Dr. Frank Fincher, State evangelist of the Baptist board, began a series of revival services at the Baptist Church here on Wednesday night, which will continue for ten days.

Mrs. A. C. Thomas and Mrs. D. H. Cross are visiting in Lynchburg.

Howlet Hunter left Wednesday for a visit to Washington, D. C.

Miss Fannie Woolfolk left Tuesday for Lynchburg, where she will spend some time visiting.

James Staples, wife and children, of Roanoke, are visiting Mrs. C. A. Staples this week.

Miss Martha Evans, who taught the past session at New London, returned to her home Wednesday.

Harry Paul visited his home here Sunday.

J. J. Wood and A. J. Land were in Lynchburg Wednesday.

Miss Lizzie Staples visited her mother here last Sunday.

Miss Lizzie Staples, was in town Saturday.

Miss Blanche Thornhill and Brent Scott spent Sunday here.

Professor John G. Fisher left Sunday for Charlottesville, where he will attend the university normal.

Mrs. W. S. Post was charmingly entertained the following at her home near here, on Tuesday evening: Misses Cecily Staples, Annie Stratton, Grace Cross, Louise Akers, Zelma Carahn, Lizzie Evans, Aubrey Martin, E. Foster, L. B. Franklin, C. Cross, L. Franklin, G. Franklin, Baxton Foster, Jesse Evans, Edward Evans, Lyle Evans and R. H. Cross. Numerous games were played, after which Mrs. Post, assisted by Mrs. C. B. Cross, served a delicious luncheon, a very delightful evening was spent.

**Weldon Social News**  
(Special to The Times-Dispatch.)  
Weldon, N. C., June 17.—Misses Phoebe and Katherine Edmunds, of Lynchburg, Va., are guests of honor at a house party this week at the home of Mr. and Mrs. J. T. Goach, on Washington Avenue. The Misses Edmunds by their attractive personality are adding much to the enjoyment of social circles here.

Miss Edna McGraw went to Tillery Thursday on a visit to Miss Julia Curtis Rheim.

Mrs. D. T. Edwards and children, of Kingston, who have been visiting Mr. and Mrs. W. A. Pierce, returned home Thursday.

Miss Roberta Dicken, of Louisville, has been spending the week with Mrs. Herbert Poe and the Misses Midlin.

Miss Katherine Ward has returned home from Norfolk.

Mrs. O. V. Place and children are visiting friends in Wilson.

Mrs. P. N. Stainback and children left this week for Pennsylvania, where they will spend the summer.

Miss Eleanor Johnson is visiting friends in Wilson.



## The Demand Back of Good Luck

Tells of its superiority more forcibly than words. The voices of MILLIONS call for it at the grocery store.

Merit has made it the choice of the people. No other Baking Powder costing so little does so much.

**The Southern Manufacturing Co.,**  
RICHMOND, VA.

## To the Dyspeptic

and those suffering from disease of the stomach and intestines.

A physician, surgeon and pharmacist of the highest standing in Europe, Dr. S. de Carlos, introduces to the public the best and safest treatment for overcoming diseases of the stomach and intestines. This remedy he has named

## Stomaxil

which is a safe and absolutely harmless digestive tonic, relieving pain, aiding digestion, stimulating appetite, and toning the entire system.

It is gradual and long in its effects, restoring the digestive functions to their normal power and health, with ability to do their work unaided.

**To the Medical Profession:**  
Physicians who have kindly reported to Dr. S. de Carlos the results, in Europe, of his remedy, have described it as a cure of chronic gastritis, gastralgia and dyspepsia (combined with cholera), sea-sickness, chronic constipation, gastric ulcer, gastric-neurasthenia, ulcer in the stomach, dysentery, dyspepsia, psychomotoric dilatation of the stomach, and gastric intestinal diseases in children, etc., by using no other medicine than Stomaxil, they have been gratified with the remarkable results, and thirty years' standing yielding to this remedy.

For sale by all Druggists.  
E. FOUGERA & CO., Agents, U. S., New York.

Stepladder Stools, 98c	Sewing Tables, \$1.00	Folding Go-Carts, \$1.25	Folding Card Tables, \$2.98	Clothes Trees, 39c	Matting Rugs, 39c
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